

Piscataquis County Economic Development Council

November 28, 2011

Environmental Management Support, Inc. Attn: Mr. Don West 8601 Georgia Avenue, Suite 500 Silver Spring, Maryland 20910 Phone 301-589-5318

Dear Mr. West:

Piscataquis County Economic Development Council (PCEDC) enthusiastically submits this grant application and request for a \$1,000,000 Environmental Protection Agency (EPA) Brownfields Revolving Loan Fund (RLF) Grant for both hazardous substance sites (\$850,000) and petroleum-impacted sites (\$150,000). The blight associated with Brownfields has significantly impacted community life in Piscataquis County. As you will see in this grant application, this funding will help to further our on-going Brownfields assessment, cleanup, and redevelopment efforts within our downtown target areas, where 22 higher priority hazardous substance and petroleum Brownfields sites have already been identified.

In 2011, the Piscataguis County Economic Development Council (PCEDC) successfully completed an EPA FY2009 Brownfields Assessment Grant. As observed by EPA Region 1 Brownfields project officers in Boston, the PCEDC got off to an incredible start in 2009 with the implementation of its Brownfields Program; in fact, we had selected an environmental consultant, established a Brownfields Committee, and completed a comprehensive inventory of potential Brownfields sites within one month of work plan approval. We completed a comprehensive inventory of over 100 potential hazardous/petroleum sites throughout the County. These sites generally range in size from 3 to 5 acres with over 100 acres of contaminated Brownfield properties remaining in the region, hindered from redevelopment, due to their real or perceived environmental contamination. The PCEDC used the assessment funds on 8 selected sites to identify, assess, conduct cleanup planning, and assist in the redevelopment of these Brownfields properties. Two of the sites are currently being redeveloped using private funds, exemplifying the initial success of our program to date. However, this is just the tip of the ice berg and additional RLF cleanup funding is the next step to our sustainable Brownfields cleanup, redevelopment and community revitalization efforts. The target area for this grant application includes 6 primary downtown/riverfront communities within the County that are known to be negatively impacted by contaminated, abandoned, blighted, and underutilized Brownfields sites.

We will continue to identify and evaluate potential contamination issues at these Brownfields sites, evaluate remediation and reuse strategies, conduct cleanup, and ultimately return otherwise distressed, abandoned, or environmentally stigmatized sites back to viable and sustainable reuse. The grant will also support on-going public outreach measures in order to keep the communities informed about the proposed work activities, completed assessments and cleanup actions, and general health and economic issues.

As you will see throughout this proposal, PCEDC and its member communities are excited about the opportunity to continue executing an efficient and effective Brownfields program within central Maine. Threshold Criteria is included as *Attachment A* and additional specific information requested in the proposal guidelines is presented below:

- a. <u>Applicant Identification</u>: Piscataquis County Economic Development Council (PCEDC), 50 Mayo Street, Dover-Foxcroft, Maine 04426
- b. Applicant DUNS Number: 037698755
- c. Funding Requested:
 - i) Grant Type: RLF
 - ii) Federal Funds Requested: \$1,000,000. PCEDC is not requesting a cost-share waiver.
 - iii) Contamination: Both \$850,000 Hazardous Substances and \$150,000 Petroleum
- d. <u>Location</u>: Piscataquis County Economic Development Council (PCEDC) serves all of Piscataquis County, Maine in central Maine, including 17 towns and 2 plantations.
- e. Contacts:
 - i) Project Directors: Janet Sawyer, Business Development Director, Piscataquis County Economic Development Council (PCEDC); Phone: (207) 564-3638; Fax: (207) 564-2251; E-mail: jsawyer@pcedc.org; Mailing Address: 50 Mayo Street, Dover-Foxcroft, Maine 04426 and Dr. Ken Woodbury, Jr., Community Development Director, PCEDC; Phone: (207) 564-3638; Fax: (207) 564-2251; E-mail:kwoodbury@pcedc.org; Mailing Address: 50 Mayo Street, Dover-Foxcroft, Maine 04426
 - ii) Chief Executive/Highest Ranking Elected Official: Jeff Gahagan, PCEDC President, Phone: (207) 943-2376;; E-mail: jeff@townofmilo.net; Mailing Address: Milo Town Office, PO Box 218, Milo, Maine 04463
- f. Date Submitted: November 28, 2011
- g. Project Period: October 2012 through September 2017 (5 years)
- h. Population:
 - i) General Population: 17,535 (2010 Census)
 - ii) Target Area Population: Same
- i. Special Considerations: The Special Considerations Checklist is included in Attachment B

We thank you in advance for considering our grant application.

Sincerely,

PISCATAOUIS COUNTY ECONOMIC DEVELOPMENT COUNCIL

Janet Sawyer

Business Development Director

Encl: PCEDC FY2011 Brownfields Assessment Grant Application with attachments

Cc: Diane Kelley, Brownfields Coordinator, EPA Region 1 (New England) Nick Hodgkin, Brownfields Coordinator, Maine DEP

1. COMMUNITY NEED

a. Health, Welfare, and Environment:

i) Effect on Targeted Community: Up until the early 20th century, Piscataquis County was the manufacturing backbone of Maine, particularly in the wood and textile industries. However, with the decline of these industries and the loss of over 1,000 good-paying jobs over the past decade, many of these sites are abandoned, mothballed, or in some cases condemned. Much of what is left today are Brownfields sites that have real or perceived hazardous and/or petroleum contamination, which discourages redevelopment and capital investment.

In 2011, the Piscataquis County Economic Development Council (PCEDC) successfully completed an EPA FY2009 Brownfields Assessment Grant. We completed a comprehensive inventory of over 100 potential hazardous substance and petroleum Brownfields sites throughout the county. The PCEDC used these funds to identify, assess, conduct cleanup planning, and assist in the redevelopment of multiple Brownfields sites throughout the County. Eight sites were assessed under the Brownfields Assessment Program. Two of the sites are currently being redeveloped using private funds, exemplifying the initial success of our program to date. However, this is just the tip of the ice berg and redevelopment of many more Brownfields sites assessed under the program await cleanup, prior to moving forward with revitalization efforts.

These additional Brownfields sites range in size from 3 to 5 acres with over 100 acres of Brownfields property remaining in the region, hindered from redevelopment, due to their real or perceived environmental contamination. Of this, a total of 5 to 7 sites or 25 to 35 acres will be targeted with this EPA Brownfields Revolving Loan Fund. The target area for this grant application includes the 6 primary downtown/riverfront communities, noted below, that are known to be negatively impacted by abandoned, blighted, and underutilized Brownfields sites:

Dover-Foxcroft: This is the largest town, which sits on the Piscataquis River with four downtown hazardous substance sites that have been identified: Moosehead Manufacturing Co. Mill, Brown's Mill, Central Hall, and the former Maine Leathers Tannery site. Due to extensive lead-based paint, cleanup funding gaps exists for the former Moosehead Manufacturing Mill and Central Hall properties; totaling over \$350,000 and \$200,000, respectively. Low-interest loans would likely be issued the developer of Moosehead Manufacturing Mill and a subgrant would be issued to the Dover-Foxcroft Historical Society, who is revitalizing Central Hall.

Greenville: This town is located on the shore of Moosehead Lake, Maine's largest lake and a regional tourist destination. Along the main downtown thoroughfare of Route 15 and abutting Moosehead Lake lies the former R.H. Föster Gas Station. Pump dispensers and underground/aboveground storage tanks are still visible, with one large tank that is unstable and leaning at a dangerous angle. Potential adverse environmental conditions at this site may be impacting Moosehead Lake, which poses a potential public health and environmental hazard.

Milo: This is a poverty stricken town, having a population that is 53.1% low-to-moderate income people. Poor economic conditions in the town were further exacerbated by a devastating fire that burned much of downtown Milo in September 2008. Multiple Brownfields ring the downtown and sit vacant due to environmental concerns, such as the former No. 1 Excelsior Mill, former Bangor Hydro Electric building, former Frog Hollow building, and the Montreal, Maine & Atlantic Railroad building. There is a tremendous need to rebuild and revitalize the downtown and surrounding area, and possible contamination concerns including ash, metals,

asbestos, and other highly toxic chemicals (potentially impacting soil and groundwater/drinking water) may delay that process. With its 1st phase of redevelopment (Three Rivers Hardware Store), Ox-Yoke Originals became an EPA Brownfields Success Story; however, the 2nd phase of redevelopment includes a large-scale commercial Greenhouse development with an additional 10 to 20 full-time jobs projected, but is hindered by over \$175,000 worth of asbestos debris.

Guilford: Currently, this town is the manufacturing center in Piscataquis County, as it is home to a large wood products manufacturer, a large office carpet manufacturer, and now the former home of another wood products manufacturer, Pride Manufacturing. The new prospective owner plans to redevelop this site into an organic wholesale food processing and distribution facility, but the environmental contamination that needs to be remediated is hindering this project from becoming a reality.

Sangerville: Like Guilford, Sangerville has for a long time suffered from a lack of any kind of cohesive, integrated downtown that would be a draw for those that live in the community or for visitors. The former Abbie Fowler School was previously assessed under the PCEDC's FY2009 Brownfields Assessment Grant and over \$400,000 of potential hazardous building materials including asbestos, PCBs, and other universal wastes were identified. The building is proposed to be renovated into a new community center; however, the building sits idle awaiting for potential cleanup funding sources to help defray redevelopment costs.

Monson: This town is located on the eastern shore of Lake Hebron. Two potential petroleum-impacted Brownfield sites lie at the edge of Monson's downtown and the main thoroughfare: an abandoned former Gulf gas station and auto repair facility and a closed auto garage and repair facility. Both of these sites are blights upon a downtown, where Monson residents are now focusing their attention, in an attempt to revitalize it. The Moosehead Furniture Mill recently shut down with a total loss of over 100 well paying jobs. Phase I and Phase II assessments and cleanup planning were completed under PCEDC's FY2009 Assessment Program, but the mill is still underutilized and these manufacturing jobs may have been lost forever.

These abandoned commercial and industrial properties have left behind volatile organic carbon contamination in soils, groundwater, and soil vapor including chlorinated solvents, degreasers, gasoline, and fuel oil; heavy metals (lead, arsenic, chromium, and mercury); and polycyclic aromatic hydrocarbons (in particular benzo(a)pyrene); as well as asbestos, lead paint, and universal wastes in building materials. These contaminants have direct contact, ingestion, and inhalation exposure risks, potentially causing cancer, neurological disorders, and other adverse health effects. Typical of most of these Brownfields properties, the extent of contamination and their associated risks at these sites are unknown and the costs associated with environmental cleanup have routinely been the breaking point for redevelopment negotiations with developers. Many of the identified sites are situated in the downtown and waterfront areas, along major road intersections, thoroughfares, transportation corridors, and proposed walking, hiking, and biking trails.

These Brownfield sites are leaching contamination into the ground and adjacent Piscataquis River, Sebec River, Pleasant River, Moosehead Lake, Sebec Lake, Schoodic Lake, and Manhanock Pond waterways, potentially degrading water quality and habitats for fish and other animals and ecotourism. More than 50% of the targeted areas are also served by private water supply wells, many of which may be impacted or could become impacted with contamination, due to their close proximity to these identified Brownfield sites. Furthermore, most of the

County's population lives and works near these abandoned and contaminated Brownfields sites that are located in downtown and waterfront districts. Brownfields contribute mightily to the foremost environmental problems plaguing rivers, lakes, and groundwater: polluted storm water runoff, contaminated groundwater migration; as well as hindering the creation of open greenspace and the economic revitalization of the downtown and waterfront areas.

Piscataquis County, Maine also possesses sensitive populations that are often disproportionately affected by environmental health hazards:

Population Group	Piscataquis County	Maine	U.S.	Source
Children	19.2%	20.7%	21.2%	2010 Census
Persons per Sq. Mi.	4.1	43.1	87.4	2010 Census
Disabled Persons	30.4 %	23.8 %	15.1 %	2008 Maine State Profile (ME CDC)
Elderly (>65 years)	20.3%	15.9%	7.4%	2010 Census
Median age	45.0	42.7	38.5	2010 Census

As exemplified in the table above, Piscataquis County has a particularly a high proportion of elderly and disabled individuals, and low persons per square mile, emphasizing the rural area. As shown in the table below, these sensitive populations have some of the highest incidents of cancer, lead poisoning, and asthma/respiratory diseases, exceeding Maine and the US. Furthermore, the asthma rate is the highest in the State of Maine; the cancer mortality rate is the 2nd highest among all Maine counties; and elevated blood lead levels are the highest rate among Maine's sixteen counties!

Statistic	Penquis ¹	Maine	Ù.S.	Data Source
Overall Cancer Incidence (age-adjusted rate per 100,000; 2004-6)	581.1	533.0	456.2	2010 Maine State Profile of Selected Public Health Indicators
Overall Cancer Mortality (age-adjusted rate per 100,000; 2003-7)	203.6	198.5	180.7	2010 Maine State Profile of Selected Public Health Indicators
Lung Cancer Incidence (age-adjusted rate per 100,000; 2004-6)	90.0	80.3	60.0	2010 Maine State Profile of Selected Public Health Indicators
Lung Cancer Mortality (age-adjusted rate per 100,000; 2003-7)	63.1	59.9	51.5	2010 Maine State Profile of Selected Public Health Indicators
Elevated Blood Lead Levels Among Screened 0-72 Month Old Children (2008)	2.6-4.7%	1.3%	1.6%	CDC National Surveillance Data U.S. Data from 2003-2006
Adults With Asthma (2007)	12.6%	10.3%	8.8%	2010 Maine State Profile of Selected Public Health Indicators
Asthma Emergency Room Visits (rate per 100,000; 2004)	71.5	66.1	64.0	2010 Maine State Profile of Selected Public Health Indicators

¹ Penquis, consisting of Penobscot and Piscataquis Counties, Maine; this is the smallest unit for which substantial health data is currently available.

These adverse health statistics of the target area populations are believed to be at least partially attributable to the presence of numerous Brownfields sites within the community. Left unmitigated, these sites may contribute in the future to an incremental population risk, above and beyond that already being experienced by the disadvantaged resident populations.

b. Financial Need:

i) Economic Impact on Targeted Community: With the successful completion of the PCEDC's FY2009 Hazardous Substance Assessment Grant and 8 Brownfields sites successful assessment and ready for cleanup actions, supplemental EPA Brownfields funding is needed to continue our successful assessment, cleanup, and redevelopment initiatives.

Piscataquis County, as mentioned earlier, once enjoyed a reputation as the manufacturing backbone of Maine, but those industries have experienced a sharp and steady decline. What remains today are distressed communities with high unemployment and poverty rates, low incomes, low educational aspirations, and declining population, well below its peak in 1990.

Measure	Piscataquis County	Maine	National
Population: ¹	17,535	1,328,361	308,745,538
Unemployment: ²	9.9%	7.5%	9.1%
Poverty Rate: ³	9.1%	12.6%	14.3%4
Percent Minority ²	1.2%	4.8%	26.7%
Per Capita Income	\$19,677 ³	\$24,950 ¹	\$26,530 ¹
Median Household Income	\$33,944 ³	\$45,815 ¹	\$50,046 ¹
Population Change ¹	+1.7%	+4.2%	+9.7%
25 & Older w/BA Degree or Higher ⁴	14.1%	26.2%	27.5%
¹ 2010 US Census, ² ME Department o 2009 American Community Survey.	f Labor, September 201	1, ³ 2009 est. US	S Census, and 4

Little or no future economic growth: With a stagnant population, Piscataquis County is projected to experience no (0.0%) full- and part-time employment growth through 2020, compared to 1.0% for the State of Maine. Real personal income growth over the same time period is expected to be only 1.2% for Piscataquis County, compared to 1.8% for the State of Maine [source: Maine County Economic Forecast, 2005]. Brownfields have resulted in reduced population and earning potential. Furthermore, Moosehead Furniture Mill in Monson finally closed in 2010 eliminating over 100 jobs, bringing the total job loss in Piscataquis County to over 1,000 during the past decade.

Children living in poverty: Poverty is rampant in the County, especially for children. The Department of Health and Human Services reports that 57.8% of children in Piscataquis County qualify for MaineCare, Maine's Medicaid program. The Maine Children's Alliance reports that in 2008, 62.4% of the county's children received subsidized school lunch. In 2009, more than half (53.7%; highest among all Maine counties) of children in Piscataquis County were eligible to receive a free or reduced price lunch, in comparison to 39.1% for the State of Maine [source: 2009 Piscataquis County Community Data Profile]. During 2005-6, 25.4% of children in Piscataquis County lived in poverty, compared to 16.9% for the State of Maine as a whole [source: Kids Count 2009]. Children living in poverty are often subject to poor health. Due to poverty, a high percentage of residents rent rather than own homes in Piscataquis County.

Increased rates of crime: The 2007 crime rate in Piscataquis County was 32.2 per 1,000, highest among all Maine counties. From 2006, it increased by 28.8%, largest increase of any Maine county [source: Crimes in Maine, 2007]. Arrests for children (10-17) in 2006-7 for crimes

against persons (per 1,000) were 2.2, nearly triple the state rate of 0.8 [source: Kids Count 2009].

As exemplified by the high unemployment rates above, Piscataquis County has had significant problems with the loss of manufacturing jobs (over 1,000 in the past decade). Closings of Dexter Shoe in Milo, Pride Manufacturing in Guilford, Moosehead Furniture in Monson, and Moosehead Manufacturing in Dover-Foxcroft have dealt terrible blows to the manufacturing sector. This combination of low income and high unemployment has created a formula of continued erosion of quality of life and downwardly spiraling economic conditions.

The PCEDC is a nonprofit economic development entity and any available funds are spent on providing assistance to facilitate and stimulate economic development and sustainability of this economically depressed region; PCEDC has no supplemental funds for conducting cleanup activities. In 2011, the PCEDC has also successfully expended 100% of its EPA FY2009 Brownfields Assessment Grant on eight (8) Brownfields sites. We now have a shortfall in cleanup funding with our County and with the overwhelming need for additional cleanup on many more contaminated, distressed, blighted, and otherwise underutilized properties, the PCEDC is seeking additional cleanup funding through this Brownfields RLF grant application.

2. PROGRAM DESCRIPTION AND FEASIBILITY OF SUCCESS

a. Program Description:

i) Brownfields Redevelopment Program: The PCEDC successfully completed an EPA FY2009 Hazardous Substance Assessment Grant. An inventory of over 100 potential Brownfields sites was developed, of which, eight (8) Brownfields sites were successfully assessed and are in various stages of cleanup and redevelopment. This project continues to build on those efforts and the PCEDC will utilize the new funding to continue our efforts in implementing Smart Growth principles and sustainable economic development in our region. We have already identified 22 new hazardous substance and petroleum properties within the targeted downtown regions of Piscataquis County, which are a high priority for redevelopment. As such, the RLF program is the natural next step for sustaining our Brownfields program and we are poised to continue in the final steps of successful cleanup and redevelopment, pending supplemental grant funding from EPA.

Sustainable Source of Cleanup Funding and Reasonable & Prudent Lending Practices: The RLF program will provide a sustainable source of cleanup loans and subgrants to redevelop Brownfields sites in our region. The key to a sustainable program is the stakeholders/partnerships that we have formed to date and that we will continue to foster in the future through our successful Brownfields programs. Through our past Brownfields experience, we will continue to involve the public and community-based organizations through stakeholder meetings and charettes (collaboration with NJ Institute of Technology's Technical Assistance to Brownfield Communities Program) to ensure the community needs are taken into consideration.

PCEDC has reviewed and is already familiar with EPA's RLF Administrative Manual and RLF Loan and Subgrant Review Checklist (July 2011) for the successful implementation of an RLF program. Through a competitive process (40 CFR 30/31), we will select of a qualified environmental professional (EP) and will partner with a bank or other financial lending institution. The environmental professional will assist PCEDC with environmental risk management and will perform the required 3rd party environmental reviews, assistance, and program reporting. The bank or other financial lending institution will assist with financial risk

management and will conduct property title searches, loan application reviews, credit checks, development of loan/subgrant agreements, that include all applicable federal environmental and cross-cutting requirements. These partnerships will ensure that the cleanups are environmental sound, cost-effective, and that loans will be repaid so that funds can revolve to other applicants.

Site Selection: PCEDC's criteria for site selection of Brownfields sites will continue to be based on two items: **REDEVELOPMENT POTENTIAL AND SUSTAINABILITY!** The sites will be reviewed and evaluated by the existing Brownfields Committee, environmental professional, and financial partner. In addition, sites that show significant developer interest, but were stalling due, in part, to the environmental stigma will also be given a high priority. Other selection criteria include: successful redevelopment potential; community's growth strategy & conformance with local/regional Master/Comprehensive Plans; development of greenspace; overall benefit(s) to community; reduction of contamination through sound remediation significance: strategies: reuse of existing infrastructure: historical/cultural creation/stimulation of economic growth; regional value; public's opinion of the project; and implementation of Smart Growth principles to enhance sustainability of the project.

In general, once a prospective site has nominated through the completion of a loan application to PCEDC's RLF program and eligibility approvals have been granted by EPA, the environmental and financial documents, submitted as part of the initial loan/subgrant application will be reviewed by the environmental professional and financial partner, respectively. Based on recommendations from the environmental and financial professionals including loan terms, the Brownfields Committee will convene to discuss and evaluate additional selection criteria and will review and approve the loan/subgrant, pending final approval by PCEDC Executive Board.

Loan Products & Structure: PCEDC plans to offer incentive-driven low-interest loans to eligible applicants. Interest rates and repayment terms will on a case-by-case basis and will be based on the recommendations of our financial partner; however, loan terms will likely not exceed 10 years and will likely include some form of deferred interest payments (1 to 2 years depending on the project), such that developers are able to complete redevelopment construction and begin to generate project revenue, prior to making significant loan repayments, prior to redevelopment. The goal here is to reach a balance between sound financial risk management, community need, and desirable incentive-driven or competitive loan terms.

To incorporate the required cost share, loans will cover up to 80% of the cleanup amount, which will leverage other private and public funding sources such as developer capital investment and/or other State and Federal grant programs (CDBG, HUD, Historic Tax Credits). Furthermore, the loan/subgrant agreements will include provisions such that PCEDC has the right to access and secure a site in the event of a loan default, non-performance or breach of the terms and conditions or regulatory cleanup requirements, and/or other emergency situations requiring PCEDC's direct intervention in a particular project.

ii) Types of Applicants & Marketing Strategy:

Low interest cleanup loans will be targeted to prospective private developers and owners of these sites. For example, Arnold Development Group of Kansas City, MO is completing final marketing and development plans for the Moosehead Manufacturing Mill in Dover-Foxcroft and has identified over \$400,000 in cleanup funding gaps. A low-interest RLF loan would ensure that Arnold Development Group can remediate lead-based paint to HUD standards for the

proposed residential units as part of the overall mixed-use redevelopment strategy. Eligible municipalities and non-profits will be targeted for RLF subgrants. These subgrants will likely be used to cleanup sites and mitigate risks that pose and imminent or immediate threat to human health and/or the environment or other sites for greenspace, affordable housing, or job creation in accordance with the local community's sustainable growth plans. As another example, Central Hall in Dover-Foxcroft is currently being redeveloped into a community event center and Adult Day Services and Senior Center, a much needed service for the elderly population of the County. However, in order to the complete the renovation work in the next 2 to 3 years, over \$200,000 of supplemental funding is needed to cleanup hazardous building materials (asbestos and lead paint) prior to the renovation work. The Dover-Foxcroft Historical Society, would likely be eligible of a subgrant from the RLF program.

PCEDC also works closely with all of the Town Managers in Piscataquis County and as such, we are intimately familiar with the Town's Master Plans and Comprehensive Plans. We hold quarterly meeting that move to different locations within Piscataquis County each quarter. A typical audience contains members of the business community (bankers, developers, attorneys, etc.) and congressional delegations. PCEDC will make marketing presentations at these meeting and we'll continue to conduct community engagement and education by sending out mailings to our member communities. This will ensure a continued and sustainable public outreach mission to bring new sites into the program, even Brownfields sites beyond the initial target areas.

iii) Team Structure: PCEDC will be the lead agency responsible for the overall RLF program management, coordination, and oversight. As noted above, PCEDC's experienced team will also include a qualified environmental professional and a bank or other regulated and certified lending institution to ensure reasonable and prudent lending practices. With the recommendations of its experienced and qualified team, the PCEDC's Brownfields Committee will make final recommendations to the PCEDC's Executive Committee regarding final loan/subgrant agreements and approvals.

The PCEDC and its consultant will also work closely with MEDEP and EPA, who will provide environmental regulatory and Brownfields oversight. Identified threats to human health or the environment will be evaluated by the consultant and MEDEP to help determine if immediate mitigation actions are necessary. Cleanup planning will be completed for sites that have identified contamination and the site will be entered into the MEDEP's Voluntary Response Action Program (VRAP). Cleanup actions will be implemented by licensed/certified or otherwise qualified cleanup/abatement contractors and will be selected through a competitive process. EPA's Green Remediation Policies and Goals will also be taken into consideration for each of the proposed cleanup actions. This will allow us to identify potential contamination issues at Brownfield sites, evaluate remediation/reuse strategies, and return otherwise distressed, abandoned, or environmentally stigmatized downtown sites back to viable and sustainable reuse.

b. Budget, Tracking & Measuring Progress, and Leveraging Other Resources:

i) Budget Table and Tasks: Except for the actual planned hazardous substance and petroleum Loan/Subgrant amounts, as shown with separate line items above, similar tasks for loan and subgrants are presented below:

Budget Category (Loans – at least 50%)	Task 1: Cooperative Agreement Oversight	Task 2: Community Outreach & Involvement	Task 3: Make Loans & Subgrants	Task 4: Oversee Site Cleanups	Total Cost
Personnel	\$7,500	\$2,400	\$3,600	\$2,400	\$15,900
Fringe	\$3,000	\$960	\$1,440	\$960	\$6,360
Travel	\$2,500	\$275	\$0	\$275	\$3,050
Equipment	\$0	\$0	\$0	\$0	\$0
Supplies	\$725	\$740	\$500	\$225	\$2,190
Contractual	\$5,000	\$2,500	\$10,000	\$5,000	\$22,500
Loans (Haz. Substance)	\$0	\$0	\$400,000	\$0	\$400,000
Loans (Petroleum)	\$0	\$0	\$50,000	\$0	\$50,000
Subtotal:	\$18,725	\$6,875	\$465,540	\$8,860	\$500,000
Cost Share:	\$5,000	\$2,500	\$90,000	\$2,500	\$100,000
Budget Category (Subgrants – up to 50%)	Task 1: Cooperative Agreement Oversight	Task 2: Community Outreach & Involvement	Task 3: Make Loans & Subgrants	Task 4: Oversee Site Cleanups	Total Cost
Personnel	\$7,500	\$2,400	\$3,600	\$2,400	\$15,900
Fringe	\$3,000	\$960	\$1,440	\$960	\$6,360
Travel	\$2,500	\$275	\$0	\$275	\$3,050
Equipment	\$0	\$0	\$0	\$0	\$0
Supplies	\$725	\$740	\$500	\$225	\$2,190
Contractual	\$5,000	\$2,500	\$10,000	\$5,000	\$22,500
Subgrant (Haz. Substance)	\$0	\$0	\$400,000	\$0	\$400,000
Subgrant (Petroleum)	\$0	\$0	\$50,000	\$0	\$50,000
Subtotal:	\$18,725	\$6,875	\$465,540	\$8,860	\$500,000
Cost Share:	\$5,000	\$2,500	\$90,000	\$2,500	\$100,000
TOTAL:	\$37,450	\$13,750	\$931,080	\$17,720	\$1,000,000
TOTAL COST SHARE:	\$10,000	\$5,000	\$180,000	\$5,000	\$200,000

Task 1 - Cooperative Agreement Oversight: For both budgets, this task includes PCEDC's time (250 hours at \$30/hour = \$7,500 plus 40% fringe = \$3,000) and environmental consultant and financial partners time (\$5,000) for program organization, support, oversight, and reporting of the proposed Brownfields RLF cleanup activities. Specific activities include: subcontracting a qualified environmental professional and financial partner (in accordance with 40 CFR 30/31); prioritize, track, and evaluate contractor products; conduct periodic project status meetings with contractor; travelling to educational sessions including at least 2 annual EPA National Brownfields Conferences and EPA/MEDEP-sponsored Brownfields training seminars (costs include \$900 airfare + \$760 hotel + \$620 per diem + \$220 local travel [400 miles x \$0.55/mile] = \$2,500); request fund reimbursements; and tracking and reporting the status of the program through quarterly reports and utilizing EPA's Assessment, Cleanup, and Redevelopment Exchange System (ACRES) online database.

The budget also includes supplies, in the form of copies, faxes, phone, preparation of contract documents, and preparation of handout materials for the proposed meetings (\$725). Outputs for

this task include up to ten (10) meetings with the Brownfields Committee, preparation of quarterly status reports to the EPA, ACRES updates, and competitive selection of an environmental consultant and financial partner assist the Brownfields Committee.

Task 2 - Community Outreach, Involvement, and Public Meetings: For both budgets, this task includes PCEDC's (80 hours x \$30/hour = \$2,400; 40% fringe rate = \$960) and the consultant's (\$2,500) time. Specific activities include: two (2) public meetings to educate the public and eligible entities and solicit input on the Brownfields RLF program; work with Community-Based Organizations (CBOs) and update the community regarding the cleanup and redevelopment activities; notify adjacent land owners and CBOs of cleanup schedules; conduct 30-day public comment periods on draft ABCAs and cleanup plans; respond to questions and comments solicited from the community; and develop brochures and public service announcements to promote the program and communicate its results.

The budget for this task includes presentation supplies and materials (\$740) and local travel (500 miles \times \$0.55/mile = \$275). Outputs for this task include up to two (2) public meetings, three (3) public outreach deliverables, a Community Involvement Plan, and one (1) public service ad.

Task 3 – Make Loans & Subgrants: For both budgets, this task includes PCEDC's (120 hours x \$30/hour = \$3,600; 40% fringe rate = \$1,440) and the environmental and financial consultant's time (\$10,000). Specific activities include: working with EPA to determine site and borrower/subgrantee eligibility; Section 106 historic preservation eligibility; site review, evaluation, and selection; ensuring sites are entered into the Maine DEP Voluntary Response Action Program (VRAP); preparing loan/subgrant documents; legal reviews; preparing and/or reviewing the environmental work plans (QAPPs, ABCAs, and RAPs) and cleanup documents.

This budget for this task includes supplies in the form of copies, faxes, and phone (\$500). Outputs for this task will be up to three (3) loans (2 hazardous at \$200,000 each and 1 petroleum at \$50,000) and three (3) subgrants (2 hazardous at \$200,000 each and 1 petroleum at \$50,000).

Task 4 – Oversee Site Cleanups: For both budgets, this includes PCEDC's (80 hours x \$30/hour = \$2,400; 40% fringe rate = \$960) and the consultant's time (\$5,000). Specific activities include preparing for and attending one meeting with the consultant, MEDEP, and/or EPA for each site following cleanup; periodic site visits by QEP; preparation and submission of required close out documentation for the Grant and Maine DEP VRAP program.

This task also includes supplies in the form of copies, faxes, and phone calls (\$225) and travel (500 miles x \$0.55/mile = \$275) to each selected site. Outputs for this task include up to five (5) site meetings/visits and up to six (5) Maine VRAP Certificates of Completion.

ii) Plan for Tracking Outcomes and Outputs: Through its previous EPA Brownfields Hazardous Substance Assessment Grant, the PCEDC is experienced with tracking the outcomes and outputs of its Brownfields Program through the preparation of EPA quarterly reports and ACRES on-line database system. The PCEDC and its environmental consultant will continue to develop a matrix of tasks and target dates to track outputs and outcomes including: site inventory and selection; Phase I and Phase II assessment reports; MEDEP VRAP submittals including Remedial Action Plans, reuse planning documents and reports; public meetings, comments, and minutes; total acres assessed; and/or the amount of greenspace, housing, and potential jobs created from the PCEDC's Brownfields program. The progress of the program will be reviewed regularly by the Brownfields Committee and EPA, which will be tracked through timely

submittals of quarterly status reports to the EPA. An electronic database of reports and outcomes will be maintained, including the EPA's ACRES database system and Geographic Information System (GIS) program. Hard copies of documents will be kept in a centralized repository.

iii) Leveraging: Sources of additional funding for assessment/cleanup work include: MEDEP's 128a assessment funding; EPA's Targeted Brownfields Assessment (TBA) Program; and municipal funding (taxes or bonds). Additional funding for cleanup planning work include the New Jersey Institute of Technology's (NJIT's) Technical Assistance to Brownfield (TAB) Communities Program. Additional funding for cleanup work include: Community Development Block Grants (CDBG) (\$250,000 max.); the Maine Department of Economic and Community Development's (DECD's) Brownfields Revolving Loan Fund (\$200,000 max.); and the MEDEP's Municipal Brownfields Remedial Program (\$50,000 per site). Additional funding sources for reuse/redevelopment include: Housing and Urban Development (HUD) Economic Development Initiative Grants (typically \$250,000 - \$500,000); Economic Development Administration Public Works grants (average grant of \$1.25 million); HUD Brownfield Economic Development Initiative grants and Section 108 loans to commence redevelopment or continue phased redevelopment efforts on Brownfields sites (typically in the \$millions); CDBG Public Infrastructure Grants (\$500,000 max. grant); and United States Department of Agriculture Rural Development's Rural Business Enterprise Grant (\$500,000 max.) and Rural Energy for America (\$25 million max. combined grant/guaranteed loan program).

Municipal funding, such as bonds, or revenues generated from downtown tax increment financing, and private funding (foundation grants, private equity and community donations), ranging in amounts from the thousands to millions of dollars, will also be utilized. PCEDC has considerable experience in leveraging funding for projects that resulted in significant community benefits. To date, over \$1.5M in private and public (local, State, and Federal grants) has been leveraged during the previous EPA grant. For example, over \$350,000 in State Grants and over \$150,000 in private/municipal funds have been leveraged so far for market studies and building surveys by Arnold Development Group, prospective developer for the Moosehead Manufacturing Co. Mill in Dover-Foxcroft, Maine; over \$450,000 in private and public funds for the redevelopment of Central Hall in Dover-Foxcroft; over \$200,000 in private funds from Razor Rock, LLC for redevelopment of the former Ox-Yoke Originals into Three Rivers Hardware Store in Milo, Maine; and over \$250,000 of private funds have been leveraged for the cleanup/redevelopment of Brown's Mill in Dover-Foxcroft, Maine by Charles Fitzgerald. Documentation of additional leveraged funding is included in Attachment G.

c. Programmatic Capability and Past Performance

i) Programmatic Capability: This project will be managed by Ms. Sawyer, who successfully managed the completion of PCEDC's EPA FY2009 Brownfields Assessment Grant. Ms. Sawyer worked with New Jersey Institute of Technology (NJIT) and community stakeholders on the reuse plan and public outreach charettes for the Maine Leathers Tannery Site in Dover-Foxcroft, under an EPA FY2010 Brownfields Cleanup Grant. Ms. Sawyer also assists with management of the EPA FY2010 Brownfields Cleanup Grant for the former Moosehead Mill redevelopment in Dover-Foxcroft. Ms. Sawyer was formerly a national sales manager of a \$2 million furniture company, a small business owner for twelve years, and an account executive for over ten years, managing a million dollar territory and handling multiple for- and non-profits.

In addition, Dr. Kenneth B. Woodbury, Jr., Community Development Director for PCEDC will

assist in the management of the grant. Dr. Woodbury served as a back-up manager for the PCEDC's EPA-funded FY2009 Brownfield's Hazardous Substances Assessment Grant. Dr. Woodbury has also been assisting the Pine Crest Development Corporation in managing two \$200,000 EPA FY2010 Brownfields Cleanup Grants and a \$250,000 CDBG Non-Profit Hazardous Waste Cleanup Grant for Moosehead Manufacturing in Dover-Foxcroft. Dr. Woodbury has also been assisting the Town of Dover-Foxcroft in managing a \$600,000 EPA FY2010 Cleanup Grant for Maine Leathers Tannery Site and a \$105,000 EPA-funded Maine DEDC RLF Cleanup Grant for Central Hall, both in Dover-Foxcroft. Dr. Woodbury, a former tenured college president, is a State of Maine certified CDBG administrator and Project Canopy administrator and has also managed several USDA grants. Since 2007, Dr. Woodbury has secured over \$7 million in federal, state, private, and corporate grants at PCEDC. Resumes for Ms. Sawver and Dr. Woodbury are included in Attachment H.

Furthermore, PCEDC has also successfully managed EPA and other federal grants in the past including \$5,735,174 in federal, state, private foundation, and corporate grants since 2008. PCEDC's environmental consultant, MEDEP, and EPA staff will also provide direction and input on the programmatic requirements of the Brownfields program.

ii) Adverse Audits: PCEDC has had adverse audit findings on any of its past grant management.

iii) Past Performance:

1. PCEDC was awarded a FY2009 Brownfields Hazardous Substances Assessment Grant that was successfully completed in 2011:

Funds Expenditure: This grant has been closed out with 100% of the funds expended on 8 sites.

Compliance with grant requirements: The PCEDC had an approved work plan and maintained compliance with all aspects of it, including schedule, terms, and conditions. The PCEDC worked with EPA to properly close out the grant to meet all required reporting.

Accomplishments: Our cooperative agreement oversight and program development included the creation of and meetings with the Brownfields Committee; selection of qualified environmental professional; attendance at EPA and MEDEP conferences; on-going reporting to EPA through quarterly reports and ACRES; community outreach; Brownfields inventory; 2 Brownfields brochures; 3 public outreach meetings; an electronic and geographically-coded inventory of Brownfield sites with over 100 potential Brownfields; development of ranking criteria; and the completion of 4 Phase I ESAs, 5 Site-Specific Quality Assurance Plans, 2 Phase II ESAs, 4 Hazardous Material Inventories, and remediation planning (ABCAs) at 4 sites. Each of these sites have significant developer interest or redevelopment potential and are currently at various stages in the redevelopment process including Ox-Yoke Originals in Milo, Maine, which was written up as an EPA Success Story with its first phase of infrastructure reuse and redevelopment into a the Three Rivers Hardware Store.

3. COMMUNITY ENGAGEMENT AND PARTNERSHIPS

a. <u>Plan for Involving the Affected Community</u>: PCEDC believes in establishing community involvement early and maintaining it throughout a project, and therefore, proposes an aggressive, multi-pronged approach to promote the Brownfields program, respond to questions and concerns, and disseminate its results, with particular emphasis on reaching sensitive populations

that are disproportionately affected by Brownfields. Many of these activities will be done with the active assistance of its partner Community-Based Organizations (CBOs):

Method	Description of PCEDC's Public Outreach Initiatives
Program Web Site	PCEDC's web site has a Brownfields section, which contains postings for public meetings, meeting minutes, project updates, and reports, and is regularly updated. Partner CBOs will also have information or links on their web sites.
Information Repository	PCEDC office will serve as the central repository copies of all program-related documents for review by the public.
Public Meetings	Public meetings to be held after the inventory/selection process, cleanup phases, and development of the remedial/reuse plans per site; meetings will be co-hosted with partner CBOs; and held outside of normal working hours to increase attendance.
Newspaper Releases	Program announcements and meetings will be publicized/advertised in local newspapers (Piscataquis Observer, Moosehead Messenger, and Piscataquis Times).
Social Media	The program will be promoted via PCEDC's and CBO's facebook pages.
Door-To-Door & Flyers	Reach out to elderly individuals about the program with in-person visits and flyers.
Program Brochure	Develop a general Brownfields brochure to promote the program.
E-mail	PCEDC and its partner CBOs will utilize their respective e-mail networks to announce and promote the program, solicit input, advertise meetings, and disseminate results.

The use of door-to-door visits and flyers represent a special focus by PCEDC on involving its most significant sensitive population, the elderly, recognizing that computer-based methods of communication do not work as effectively with this population. While English is by far the most commonly spoken language in Piscataquis County (over 98% of the population speaks English only, 2010 census), the PCEDC will translate materials and provide translators, as needed.

b. Partnerships with Local/State/Tribal Environmental and Health Agencies: Four key partnerships have already been established as part of the previous Brownfields Program: MEDEP, EPA, environmental consultant, and member municipalities, each one playing a critical role in the program. Jean Firth, Nick Hodgkin, and Brian Beneski of MEDEP and EPA's Brownfields project officer, AmyJean McKeown, continue to provide critical input into our ongoing Brownfields Program. As part of the previous EPA Brownfields Grant, we hired an environmental consultant and met with MEDEP and EPA Brownfields representatives to conduct windshield surveys, inventory and prioritize sites, and evaluate the eligibility of Brownfields sites for cleanup activities. The MEDEP and EPA also provides oversight on assessment and cleanup activities; guidance on risks from potential imminent hazards; liability protections offered under Brownfields, CERCLA, and MEDEP's Voluntary Response Action Program (VRAP); review technical submittals; and provide guidance on the remedial actions for each site.

The individual municipalities have the most to gain with the redevelopment of a site in the form of additional jobs, an increased tax base, improved visual aesthetics of the local area, and increased community pride. The municipalities will continue to commit funds and resources to enhance this partnership and are already active partners in PCEDC Brownfields program. To identify and reduce threats to human health and the environment, our team also includes the

Piscataquis Public Health Council, selected environmental consultant, MEDEP, EPA, and the Maine Center for Disease Control and Prevention (MECDC), and several community-based municipal health departments within the target communities to assist with site-specific contaminant risk assessments to further define local and regional health impacts of Brownfields.

c. <u>Community-Based Organizations</u>: PCEDC is fortunate to have strong partnerships with individuals and organizations with a direct stake in the redevelopment and the cleanup of Brownfield sites. The following key community-based organizations (CBOs) are actively engaged in PCEDC's Brownfields program: *Piscataquis County Soil & Water Conservation District (PCS& WCD)*; *Maine Farmland Trust*; *Mayo Regional Hospital*; *Piscataquis Public Health Council*; and *Moosehead Region Chamber of Commerce*. They have agreed to work closely with PCEDC, serving in advisory and public outreach/education roles, taking advantage of their close connections with the local communities. *Letters documenting CBO's specific roles and commitments are provided in Attachment I.*

4. PRÓJEČT BENEFITS

a. Welfare and/or Public Health: The Brownfields assessment and subsequent cleanup projects will provide a substantial reduction in contaminants of concern and associated serious threats to human health, welfare, and the environment. This will subsequently lead to lower blood lead levels and incidences of cancer from the Brownfields assessment and cleanup of impacted soil and hazardous building materials, lower rates of asthma through better air quality, and the protection and restoration of drinking water supplies. Of the nineteen towns in Piscataquis County, fewer than eight have public water systems, making private water supply wells prevalent for over 50% of the target area. The contaminants identified during the investigation phases will be compared to State and Federal risk-based standards. The ultimate goal and public benefit will be to prepare a written cleanup plan for each site, in conjunction with the MEDEP that meets the community needs and is based on the potential desired reuse of the selected Brownfields site.

During cleanup activities, care will be taken to protect public health and safety, particularly children and the elderly population, with the development of site-specific health and safety plans, notifications to public, and site controls (e.g. signage, barriers, traffic control, flaggers for heavy equipment, dust suppression, and appropriate stormwater erosion controls). Proper assessment and eventual cleanup of contamination will result in improved air, surface water, groundwater, and soil quality and will eliminate significant health hazards and risks to future site occupants, workers, children, and elderly populations in Piscataquis County, due to direct exposure to the site contaminants. Every site will also be required to also participate in the Maine Voluntary Response Action Program (VRAP). The cleanup of Brownfields sites will also likely include engineering and institutional controls (deed restrictions/environmental covenants) to mitigate potential contaminant exposure. This will ensure that long-term environmental and health benefits are carried through the redevelopment phases.

Removing blight and cleaning up sites within the target areas, the community's picturesque and natural vistas and landscapes will be maintained and preserved, increasing the community's pride among residents, reducing potential locations for criminal activity, reducing sprawl, and drawing more visitors, families, and businesses to possibly relocate to Piscataquis County.

b. Economic Benefits and/or Greenspace:

i) Economic benefits: The PCEDC service area will benefit from the Brownfields RLF Program by using the funds to combat sprawl, offer redevelopment opportunities for investors, jobs for employees, and ultimately revitalize local economies of the target communities. The PCEDC's Brownfields RLF Program will also continue to be a catalyst to the revitalization of the community and will provide significant economic benefits. The following redevelopment projects are illustrative examples of how this is continuing throughout Piscataquis County:

Former Ox-Yoke Originals Site in Milo, Maine: The PCEDC will continue with the next steps of cleanup planning for the second phase of redevelopment at this site and will fund the preparation of an Analysis of Brownfields Cleanup Alternatives (ABCA) and Remedial Action Plan (RAP). As previously noted, the first phase of Brownfields redevelopment at this site included the reuse and conversion of the existing infrastructure (former mill building) into the Three Rivers Hardware Store, creating 7 full-time jobs and making this an EPA Brownfields Success Story. The second phase of redevelopment includes a future large-scale Commercial Greenhouse Development with an additional 10 to 20 full-time jobs projected.

Moosehead Manufacturing Mill in Dover-Foxcroft: Using EPA Brownfields Cleanup funding, the 250,000 +/- square-foot historic, riverfront, and downtown former Moosehead Manufacturing Co. Mill will be cleaned up and redeveloped into a mixed-use commercial and residential property with a boutique hotel, retail shops, office, restaurant, business/event center, 24 to 36 residential units, and River Walk with pocket park; taking advantage of the existing community needs based on the Town's Master Plans and the nature tourism assets that bring visitors to this area on a regular basis. The project is estimated to create over 150 new much needed jobs for downtown Dover-Foxcroft and the County. This redevelopment will be a catalyst to jumpstart Dover-Foxcroft's comprehensive downtown revitalization plan and Smart Growth principals will make it possible for this community to grow; support economic development; create jobs; create strong neighborhoods with a range of housing, commercial, and transportation options; and achieve healthy communities that provide families and the public with a clean environment. Secured Brownfields, CDBG Infrastructure, and Communities for Maine's Future Grants will also leverage private investment in the downtown area. The Town's proposed Tax Increment Financing district will generate income for public improvements in the downtown area, such as streetscapes, pedestrian trails, and utility/infrastructure improvements for other businesses.

Former Pride Manufacturing Co. Mill, Guilford: A prospective developer has signed a letter of intent to redevelop this facility into an organic food processing and distribution center, bringing back over 50 jobs that were lost when the former wood product manufacturer shuttered its doors back in 2009. Such a facility would be the only one of its kind in the County, drawing workers and buying produce from local farms from within the County. Again, this older large mill has hazardous building materials and other contaminants that need to be remediated for this project to become a reality.

ii) Other non-economic benefits: Beyond the economic benefits, the instillation of pride and sense of community that results from revitalizing a downtown or riverfront area is huge, and will be a direct benefit from the grant. Specific examples include:

Greenspace and Trails: The former R.H. Foster Gas Station in Greenville is not currently being used to its highest and best use, due to its location on the shore of Moosehead Lake in downtown Greenville. Rather, the site has enormous potential as a combination of recreational parks, pocket parks, public boat access, or walking trails. Brownfields assessment and cleanup will be

the first steps to allow this project to move forward.

Cultural & Tourist Center: Downtown Monson has significant potential to be developed into a crafts, art, and antiques cluster, serving many tourists traveling to and from Moosehead Lake and Canada. Every year more than a thousand hikers, using the nearby Appalachian Trail, visit downtown Monson to purchase lodging, food, and other supplies. The two identified Brownfield sites in Monson will be redeveloped for businesses wanting to serve these two lucrative markets, generating new tax revenues and dozens of new jobs in a town whose largest employer, Moosehead Furniture, recently shuttered its doors. These redeveloped sites would spur additional development in Monson's downtown, raising property values.

c. <u>Benefits from Infrastructure/Sustainable Reuse</u>: PCEDC is pursuing multiple methods to build on their past and current efforts for their communities to become even more sustainable:

Reuse of infrastructure, Historical building preservation, and preventing sprawl: The reuse of existing infrastructure is critical to Brownfields redevelopment. Many of the Brownfield sites are located in the target downtown areas and the communities have adopted historical design and construction standards that emphasize and incentivize rehabilitation and renovation that reflects the traditional character of past development. The buildings, water/sewer services, parking and transportation access are already in-place in these areas and thus, would also be reused as part of the project. The 6 target communities including Dover-Foxcroft, Guilford, Milo, and Greenville have completed significant utility capital improvements over the past decade. By reusing existing infrastructure, sprawl or the conversion of farmland and forest to commercial or industrial uses, and the necessity for extension of water and sewer systems and expanding the capacity of existing roads outside of the downtown-waterfront area will be avoided. As an example, the redevelopment of the former Ox-Yoke Originals Mill Brownfields site in Milo into the Three River Hardware Store utilized an existing 25,000 square-foot building and public utilities; an EPA Success Story was prepared for this successful Brownfields project.

Smart Growth principles/multiuse zoning/transit oriented development: PCEDC's Brownfields program will adhere to the following Smart Growth policies for Sustainable Reuse of Brownfields sites: 1) take advantage of compact building design and reuse of existing buildings and infrastructure; 2) create a range of housing opportunities and choices; 3) create walkable neighborhoods and being within walking distance of population centers; 4) foster distinctive, attractive communities with a strong sense of place; 5) preserve open space, farmland, natural beauty, and critical environmental areas; 6) mix land uses; 7) strengthen and direct development toward existing communities; 8) provide a variety of public and private transportation choices; 9) make development decisions predictable, fair, and cost effective; and 10) encourage community and stakeholder collaboration in development decisions.

Energy and resource efficiency: PCEDC's member communities have also adopted measures to ensure that owners and developers incorporate energy efficient standards including ENERGY STAR, Green Building designs, LEED principles, Low Impact Development, Stormwater Management, and EPA Region 1's Green Remediation Policy principles into their sustainable redevelopment plans. PCEDC will also continue to provide outreach to the public and developers on resource conservation, energy efficiency, and sustainable development. By balancing our protection of our unique natural areas with our more intensive reuse of Brownfields sites and infrastructure, we can prevent pollution and reduce resource consumption.

ATTACHMENT A

THRESHOLD CRITERIA

THRESHOLD CRITERIA FOR ASSESSMENT GRANTS

- 1. Applicant Eligibility: Piscataquis County Economic Development Council (PCEDC) is a quasi-governmental entity that operates under the supervision and control of, or as an agent of, a general purpose unit of local government (Piscataquis County). PCEDC is a Maine non-profit individual membership local development corporation organized under Title 13-B of the Maine Revised Statutes (Charter # 19990124ND), and received a 501(c)(3) designation in 1998. PCEDC acts as contract agent for Piscataquis County and this agency relationship is expressly authorized under Title 30-A, Section 125A 7-8 of the Maine Revised Statutes. Documentation of our eligibility is included in Attachment C.
- 2. Letter from State Environmental Authority: A letter from the Maine Department of Environmental Protection (MEDEP) is included in Attachment D.
- 3. Site Eligibility and Property Ownership Eligibility: Not applicable. The PCEDC is submitting a community-wide assessment grant proposal.

ATTACHMENT B

SPECIAL CONSIDERATIONS CHECKLIST

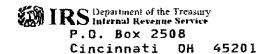
Appendix 3 Special Considerations Checklist

Please identify (with an X) if any of the below items apply to your community or your project as described in your proposal. EPA will verify these disclosures prior to selection of the grant.

	Community population is 10,000 or less
	Federally recognized Indian tribe
	United States territory
	Applicant assisting a Tribe or territory
	Targeted brownfield sites are impacted by mine-scarred land
	Targeted brownfield sites are contaminated with controlled substances
	Community is impacted by recent natural disaster(s)
	Project is primarily focusing on Phase II assessments
X	Community demonstrates firm leveraging commitments for facilitating brownfield project completion by identifying amounts and contributors of funding in the proposal and have included documentation
X	Community experiencing plant closures (or other significant economic disruptions), including communities experiencing auto plant closures due to bankruptcy
	Applicant is a recipient of a HUD/DOT/EPA Partnership for Sustainable Communities grant

ATTACHMENT C

Piscataquis County Economic Development Council IRS 501c.3 STATUS



In reply refer to: 0248421964 Jan. 07, 2008 LTR 4168C E0 01-0521521 000000 00 000 00021911

BODC: TE

PISCATAQUIS COUNTY ECONOMIC 50 MAYO ST DOVER FOXCROFT ME 04426



010527

Employer Identification Number: 01-0521521
Person to Contact: Ms. Mitchell
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your request of Dec. 28, 2007, regarding your tax-exempt status.

Our records indicate that a determination letter was issued in December 1999, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records also indicate you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Michelle M. Sullivar

Michele M. Sullivan, Oper. Mgr. Accounts Management Operations I

ATTACHMENT D

List of PCEDC's member communities

Piscataquis County List of Towns, Plantations, and Unorganized Territories

ATKINSON (TOWN)
BEAVER COVE (TOWN)
BLANCHARD (UT)
BOWERBANK (TOWN)
BROWNVILLE (TOWN)
DOVER-FOXCROFT (TOWN)
GREENVILLE (TOWN)
GUILFORD (TOWN)
KINGSBURY (PLANTATION)
LAKE VIEW (PLANTATION)
MEDFORD (TOWN)
MILO (TOWN)
MONSON (TOWN)
NORTHEAST PISCATAQUIS (UT)
NORTHWEST PISCATAQUIS (UT)

ABBOT (TOWN)

ORNEVILLE (UT)
PARKMAN (TOWN)
SANGERVILLE (TOWN)
SEBEC (TOWN)

SHIRLEY (TOWN) SOUTHEAST PISCATAQUIS (UT)

WELLINGTON (TOWN) WILLIMANTIC (TOWN)

ATTACHMENT E

Letter from Maine DEP

STATE OF MAINE DEPARTMENT OF ENVIRONMENTAL PROTECTION



PAUL R. LEPAGE

PATRICIA W. AHO
COMMISSIONER

November 10, 2011

Ms. Diane Kelley EPA Region 1 5 Post Office Square Suite 100, Mailcode OSRR7-2 Boston, Massachusetts 02109-3912

Dear Ms. Kelley:

The Maine Department of Environmental Protection's ("Department") Bureau of Remediation and Waste Management acknowledges that the Piscataquis County Economic Development Council ("PCEDC") plans to conduct site assessments and is applying for federal Brownfields grant funds.

Janet Sawyer of PCEDC has developed applications requesting federal Brownfields Site Assessment Grant funding for hazardous materials and petroleum only Brownfields sites in the area the council serves (community wide), and has also developed an application requesting federal Brownfields Revolving Loan Fund money for cleanup of Brownfields properties in the area.

If PCEDC receives funding, the Department will assign project management staff to provide review and comment on all assessments, workplans, Quality Assurance Plans, and Health and Safety Plans. For sites where cleanup is pursued, the Department's Voluntary Response Action Program ("VRAP") staff will provide review and comment on investigation reports and remedial workplans, and will provide oversight (as necessary) of contractor's work at the properties. Upon successful completion of remedial activities at a property, the VRAP will provide protections from Department enforcement actions by issuing a Commissioner's Certificate of Completion.

Please feel free to call me directly at (207) 287-4854 should you have any questions regarding this letter.

Sincerely,

Nicholas J. Hodgkins

Voluntary Response Action Program

Division of Remediation

Maine Department of Environmental Protection

Pc: Don West, Environmental Management Support, Inc.

Janet Sawyer, PCEDC

Brian Beneski, Maine DEP

ATTACHMENT F

Legal Opinion

Erik M. Stumpfel Direct Dial 207-992-4346 estumpfel@eatonpeabody.com



80 Exchange Street, P.O. Box 1210 Bangor, Maine 04402-1210 Phone 207-947-0111 Fax 207-942-3040 www.eatonpeabody.com

November 22, 2011

Janet Sawyer
Business Development Director
Piscataquis County Economic Development Council
50 Mayo Street
Dover-Foxcroft, ME 04426

Re: YR2012 Brownfields Revolving Loan Fund Application Attorney Opinion

Dear Janet:

I am providing this opinion at the request of the Piscataquis County Economic Development Council (PCEDC), in support of a grant application to the U₂S₂ Environmental Protection Agency under the EPA's Brownfields Revolving Loan Fund (RLF) Grant program.

As a requirement of the grant application, PCEDC is required to provide a legal opinion from its counsel that (1) has legal authority to access and secure sites in the event of an emergency or default of a loan agreement or non-performance under a sub-grant; and (2) PCEDC has legal authority to perform the actions necessary to manage a revolving loan fund, including the ability to hold funds, make loans, enter into loan agreements and collect repayments.

In response to these requirements, I offer the following opinions as PCEDC's counsel:

- (1) PCEDC is a Maine non-profit local development corporation organized in 1998 under Title 13-B of the Maine Revised Statutes, corporate charter number 19990124ND. The corporation is currently in good standing.
- (2) Stated generally, the purpose of the corporation is to advance and improve the economy of Piscataquis County Maine. PCEDC currently serves as a contract agent of the Piscataquis County government for this purpose.
- (3) Piscataquis County is a unit of local government under Maine law, created by act of the Maine Legislature on March 23, 1838 (Public Law 1838, Chapter 355 copy enclosed). As such, Piscataquis County is a "local government" as defined in Title 40 CRF Part 31, § 31.3.

Janet Sawyer, Business Development Director, PCEDC Re: YR2012 Brownfields Revolving Loan Fund Application November 22, 2011 Page 2

(4) Under Title 30-A MRSA § 125, Piscataquis County has authority "to raise, appropriate, borrow and expend money for the purposes of county economic and community development". The term "county economic and community development is defined in 30-A MRSA § 125 to include the following powers, among others:

"Redevelopment of existing structures located within the county for commercial, industrial or mixed use;" [30-A MRSA § 125(1)(A)(4)]

"Necessary contractual services for any of the purposes stated in this paragraph." [30-A MRSA § 125(1)(A)(8).

- (5) Pursuant to the authority granted by 30-A MRSA § 125(1)(A)(8), Piscataquis County annually contracts with PCEDC, as agent for Piscataquis County, to develop and administer a county-wide program of economic and community development. Piscataquis County annually appropriates and pays to PCEDC approximately \$100,000 for these purposes.
- (6) All activities contemplated by the Brownfields Revolving Loan Fund grant application submitted by PCEDC are within the scope of PCEDC's corporate purposes as stated in its charter, and are in furtherance of the county-wide program of economic and community development administered by PCEDC as agent for Piscataquis County pursuant to the county's authority under Maine law.
- (7) PCEDC has authority by virtue of its corporate charter and under Maine law to perform the actions necessary to manage a revolving loan fund as contemplated by the grant application, including the ability to receive, hold and account for grant funds, make loans, enter into loan agreements, impose and enforce loan conditions and mortgage covenants, collect repayments, and file suit with respect to any defaulted loan.
- (8) As a Maine non-profit corporation, PCEDC has all of the general powers specified under Maine law in Title 13-B Maine Revised Statutes ["MRSA"] § 202(1). These powers include, among others, the power:

"To sue and be sued in its corporate name, and to participate in any judicial, administrative, arbitrative or other proceeding;" [§ 201(1)(B)]

"To acquire, . . . own, hold, use, improve and otherwise deal in; . . . sell, convey encumber, mortgage pledge, lease, exchange or dispose of all or any part of . . . property of any description or interest therein, . . . including . . . real property;" [§ 201(1)(I)]

"To make contracts and incur liabilities . . ." [§ 201(1)(J)]

"To lend money . . . and take and hold any property, including, but not limited to, real property, as security for payment of funds so loaned . . ." [§ 201(1)(L)]

Janet Sawyer, Business Development Director, PCEDC Re: YR2012 Brownfields Revolving Loan Fund Application

November 22, 2011

Page 3

"To participate with others in any . . . transaction, arrangement, operation, organization or venture which the corporation has power to conduct by itself . . ." [§ 201(1)(Q)]

"To have and exercise all powers necessary or convenient to effect the purposes for which the corporation is organized, or to further the activities in which the corporation may lawfully be engaged;" [§201(1)(S)]

- (9) Based on the stated intention of PCEDC to include necessary language granting property owner permission in its loan agreements, PCEDC will have legal authority to access and secure Brownfields sites in the event of an emergency or default of a loan or non-performance under a sub-grant. PCEDC's authority in this respect will consist of consented-to permissive authority from the owners of the Brownfields sites concerned. PCEDC has legal authority under Title 13-B MRSA § 202(1) to include mortgage covenants and other necessary assurances and conditions in its loan agreements and property mortgages, for this purpose.
- (10) Access will be facilitated by PCEDC's stated intention to require applicants for revolving loans to request approval of a remediation plan by the Maine Department of Environmental Protection pursuant to the voluntary response action program ("V-RAP") created under 38 MRSA § 343-E. specifically, 38 MRSA §343-E(3) ("Conditions for protection") provides that the DEP commissioner "may condition the protection from liability provided by this section on the requestor's agreement to . . . provide access to the property to the commissioner and the commissioner's authorized representatives." It is anticipated that PCEDC will seek to be designated as an authorized representative for this purpose.

Very truly yours,

Erik M. Stumpfel, Esq.

Eril M. Stampfel

Eaton Peabody

PCEDC Legal Counsel

EMS/law

Enclosure

Chapter 355.

AN ACT to establish the County of Piscotaquis'

Territory.

SECTION 1. Be it enacted by the Senate and House of Representatives in Legislature assembled, That from and after the last day of April next, all that portion of territory lying north of the south lines of Parkman and Wellington, in the County of Somerset, and lying north of the north lines of the towns of Dexter, Garland, Charleston, Bradford, and south line of Kilmarnock, in the County of Penobscot; and bounded east by the east lines of Milton, Kilmarnock and townships numbered four in the eighth and ninth ranges; and thence bounded east by a line running north, from the northeast corner of said township numbered four in the ninth range, to the north line of the State; and bounded on the west by the west lines of Wellington, Kingsbery, Shirley and township number two in the fifth range: and thence bounded west by a line running north, from the northwest corner of said township number two, to the Kennebec River; thence up and by the southerly bank of said river to Moose Head Lake; thence bounded westerly, by the westerly margin of said Lake, to the northwest angle of said Lake-and thence bounded west by a line running north, to the north line of the State-be and the same is hereby constituted and made a County, by the name of Piscataquis and the inhabitants of said territory, from and after the last day of April next, shall have, possess, use, and enjoy, all the powers, rights and immunities; and be subject to all the duties, which by the constitution and laws of the State, are granted and imposed upon the inhabitants of other Counties.

Name.

Shire town.

SECT. 2. Be it further enacted, That the town of Dover shall be the shire town of said County of

Piscataquis.

SECT. 3. Be it further enacted, That from and after the last day of April next, there shall be held at Dover, within and for the County of Piscataquis, an-

nually, one term of the Supreme Judicial Court, to be s. J. Court time held by two or more of the Justices of the said Court, or nording. on the fourth Tuesday after the fourth Tuesday of May-the first term of said Court, to be held on the fourth Tuesday after the fourth Tuesday in May, in the year of our Lord, one thousand eight hundred and thirty-nine. And after the last day of April next, there shall be held at Dover annually, within and for the County of Piscataquis, two ferms of the Court of C. C. Pleas tottle Common Pleas, to wit: on the third Tuesday in Sep-of hotelings tember and the fourth Tuesday in March; the first term thereof, to be held in said County on the third Tuesday in September next. And after the last day of April next, there shall be held annually, on the first Tuesdays of April and December a Court of C. C. COMMIS-County Commissioners, at Dover aforesaid; but the sioners times of first term of said Court of County Commissioners, shall be held at Dover aforesaid, on the first Tuesday in May next. And the Justices of the Supreme Judicial Court, and the Court of Common Pleas, and the County Commissioners of said County of Piscataquis, shall have, exercise and possess, all the powers, and do and perform all the duties, which the Justices of said Courts, respectively, and the County Commissioners of Counties, can have, exercise and perform in other Counties.

SECT. 4. Be it further enacted. That from and after the last day of April next, there shall be a Court of Probate, in and for said County of Piscataquis, to court of Probate be held at such time and place, as shall be designated by the Judge of said Court, or by law; and the Judge of said Court shall have the same powers, and shall exercise the same jurisdiction, and perform the same duties as Judges of Probate, have, exercise and perform in other Counties.

SECT. 5. Be it further enacted, That from and after the last day of April next, all suits, matters and actions sector pendings, at that time commenced or pending in the Court ing seters to be of Common Pleas, in the Counties of Penobscot or

Somerset, wherein any question to real estate, situate in the County of Piscataquis, is to be tried; or wherein the original plaintiff or plaintiffs, petitioner or petitioners, one or more of them lives or resides in the County of Piscataquis, may be, and all recognizances, scire facius, and suits, in which the State is a party, and the adverse party lives or resides in the County of Piscataquis, commenced or pending, on or before the last day of April next, in the said Court of Common Pleas, in the respective Counties of Penobscot or Somerset, shall be transferred, to be heard, tried and have day in the Court of Common Pleas to be held in the County of Piscataquis; and all papers and documents, belonging to such actions, suits, indictments, criminal prosecutions and matters, filed in the office of the Clerk of the [Court of] Common Pleas, in the Counties of Penobscot and Somerset, shall be, by the said Clerks, delivered over to the Clerk of the Judicial Courts, for the County of Piscataquis; and all and every petition. process, matter or thing, at the same time pending, in the Courts of County Commissioners, in the Counties of Penobscot and Somerset, the subject matter of which shall be within the County of Piscataquis, shall be proceeded upon and finally settled in the County of Piscatagais.

Be it further enucted, That from and SECT. 6. after the passing of this Act, the Supreme Judicial Court to be holden at Bangor, within and for the County of Penoliscot, and to be holden at Norridgewock, within and for the County of Somerset, shall be holden 8. J. Court for at Bangor aforesaid, for the said County of Penebscot Pendiscot and at Bangor appressing, for the said County of Louissessing and Piscataguis, and at said Norridgewock, for said introduction. Counties of Somerset and Piscataquis, and shall from time to time have the same jurisdiction, power and anthority, for the trial of all actions, civil and criminal. the cause whereof has arisen, or shall arise, within the body of the County of Piscataquis, and to determine all other matters and things, arisen, or which shall arise, within the body of the County of Piscata-

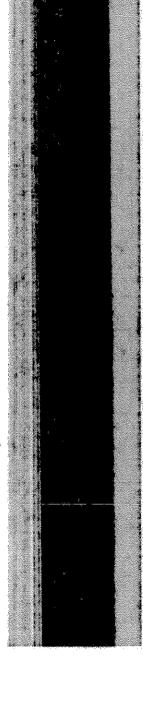
quis-and shall have the same jurisdiction, thereupon, as might have been had, by said Court, had not this Act passed: Provided however, that the provisions of Provise. this section, shall not extend beyond the first Monday of June, one thousand eight hundred and thirty-nine.

SECT. 7. Be it further enacted, That the several towns and plantations, within the County of Piscataquis, their officers and agents, shall pay to the Treasurers of the Counties of Penobscot and Somerset, respectively, in the same manner as they have paid, pre-Taxon viously to the passing of this Act, their due proportion be collected and of all taxes, granted, apportioned or assessed, prior to the passing of this Act. And the Treasurers within and for the Counties of Penobscot and Somerset, shall have respectively, the same power and authority, to proceed with and collect from all such towns and plantations, their officers and agents, respectively, their due proportion of all such taxes, granted, apportioned and assessed, as aforesaid.

Secr. 8. Be it further enacted. That the first County Treasurer and Register of Deeds, for the Coun-Toty of Piscataquis, shall be chosen in the same manner, De and with the same tenure of office, as is provided by law, when vacancies happen by death or resignation.

SECT. 9. Be it further enacted, That for all the purposes of electing Representatives to Congress, and Congressional & Senatorial Disof electing Senators and Representatives to the Legis- trick to rem lature of the State, the several portions of the County of Piscataquis, shall remain parts of the Districts to which they respectively belonged, before the passing of this Act.

SECT. 10. Be it further enacted, That all officers, within and for the County of Piscataquis, having authority to commit any prisoner or debtor to jail, shall Prisoner be authorized and required, for the term of five years, committed from and after the passing of this Act, if so long re-dro years, ac. quired by the County of Piscataquis, to commit such prisoner or debtor, to jail in the Counties of Penobscot and Somerset, in the same manner, as like officers of



said Counties were by law authorized, and required to do, before the passing of this Act: and the keepers of said jails, are hereby required and authorized to receive and detain in their custody all such prisoners and debtors: Provided however, That the County of Piscataquis, shall be liable to pay the Counties of Penobscot and Somerset, all expenses and damages, which shall accrue from such commitments.

SECT. 11. Be it further enacted, That all Justices of the Peace and of the quorum, and all persons appointed to qualify civil officers, all persons appointed tertain officers to solemnize marriages, and all coroners duly qualified now in commisto act as such within and for the Counties of Penobscot and Somerset, who shall when this Act takes effect reside in the County of Piscataquis, he, and they hereby are, authorized and empowered to act as such, within and for the County of Piscataguis, during the term for which they were appointed and commissioned.

SECT. 12. Be it further enacted, That the respective Justices of the Peace, for the Counties of Pe-Justices of the nobscot and Somerset, who shall reside in the County ence to issue of Piscataquis, when this Act shall take effect, be, and the new county. they hereby are, authorized to issue executions upon all judgments and recognizances, recovered and taken before them respectively—and to do, perform and finish all matters and things, commenced or pending before them, respectively, in their said official capacity. in the same manner as they might have done, had not this Act passed.

SECT. 13. Be it further enacted, That until a Register of Deeds shall be appointed and qualified, all deeds and conveyances of real estate, and other doctreeds the support uments, entitled to registry, in the Register of Deeds' to be registered office for the County of Piscataquis, may be recorded in such office for the Counties of Penobscot or Somerset, in the same manner as if this Act had not passed: and such registry shall have the same effect, as though recorded in the County of Piscataquis.

SECT. 14. Be it further enacted, That the Gov-

ernor and Council, by or before the last day of April next, are authorized and empowered, to nominate and certain officers appoint a Sheriff, Clerk of the Judicial Courts, Judge on or before the of Probate, Register of Probate, County Commission-last day of April ers, and all other civil officers, that are, or may be legal for them to appoint for the County of Piscataquis, who may enter upon the duties of their respective offices from and after the last day of April next.

[Approved by the Governor March 23, 1838.]

Chapter 356.

AN ACT additional to the several Acts now in force, to organize, govern and discipline the Militia of this State.

Be it enacted by the Senate and House of Representatives in Legislature assembled, That the second and third sections of an Act entitled "An Act additional second and third to the several Acts now in force, to organize, govern mer Act repeatand discipline the Militia of this State," passed the twenty-third day of March, one thousand eight hundred and thirty-eight, to which this Act is additional, be, and the same are hereby repealed.

[Approved by the Governor March 23, 1838.]

ATTACHMENT G

Documentation of Additional Leveraged Funding

STATE OF MAINE COMMUNITY DEVELOPMENT BLOCK GRANT AGREEMENT BETWEEN THE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Encumbrance Appropriation #: 014 19A Z1 Vendor Code: VC100002640 Contract Obligation \$400,000 Contract End Date: 6/30/2013 Grantee Fiscal 07/01-06/3 CFDA 14.228 THIS AGREEMENT made Nov Department of Economic and Contract Contract End Date: 6/30/2013 WHEREAS, the United States Good Act of 1974, as amended, has experienced.	vember 07, 2011, is to community Development. Foxcroft Sovernment, through established a program	GRANTEE ADDF 152 East Main St Dover-Foxcroft, M Phone: 564-3318 Fax: 564-3621 E-Mail: mailto:djo Grant by and between the hereinafter ca the Housing and Grant for Community D	reet ME 04426 In the open of
Grants and has allowed each St entitlement areas, subject to cer		ister such Federal	funds for its non
WHEREAS, the State of Maine I entitlement areas through the De WHEREAS, the Department of E aside of funds titled the Com WHEREAS, the Department of E	epartment of Econom Economic and Comm munities For Maine	nic and Communit nunity Developments Provided Pr	y Development, and nt has established a set ogram, and
application of the Grantee;		,	• •
NOW, THEREFORE, the grante Block Grant Funds to the Grante of this Agreement, including thos additional provisions to which the	ee for the 11 se in Riders A, B, C,	17/2011 to 6/30/ D, and G attached	nmunity Development 2013 , subject to the terms I which contain
Grantee: Jack Clukey Town Manager Dover-Foxcroft	Office of C	ohnson, Deputy D	pment Department of
Signature:	Signature:		State Controlle and Purchases Stamps Here

Rider A

All invoices, contracts, and related

Name: Sharon L. Thomas

207-287-8070

E-Mail: sharon.l.thomas@maine.gov

Phone 207-624-9820

shall be directed to:

Title:

Fax:

financial submissions from the Grantee

Development Project Officer

AGREFMENT ADMINISTRATOR:

All progress reports, programmatic correspondence and related submissions from the Grantee shall be directed to:

Name: Andrea K. Smith

Title: Development Program Manager

Phone: 207-624-9813 Fax: 207-287-8070

Mailing Address:

E-Mail: andrea.smith@maine.gov

Office of Community Development

59 State House Station

Augusta, Maine 04333-0059

Who are designated as the Agreement Administrators on behalf of the

GRANTEE WARRANTS that all activities, including the plan for generation and distribution of program income, described in the CDBG Project Development Phase Application and incorporated in this contract, will be adhered to, except as specified in this Agreement. The CDBG Application is incorporated herein by reference and is made a part of this Agreement. Any changes and/or amendments of such Application or this Agreement will only be effective with prior written approval of the Grantor.

PROJECT DESCRIPTION:

Communities for Maine's Future funds together with matching funds are for the Rehabilitation of Central Hall and construction of a downtown pedestrian walkway along the Piscataquis River.

SPECIAL CONDITIONS OF THIS GRANT:

NONE

ATTACHMENT H

Resumes

Resume

Janet Sawyer, Business Development Director
Piscataquis County Economic Development Council

Job Experience

Business Development Director, Piscataquis County Economic Development Council, Dover-Foxcroft, ME, April 2011 – Present

Successfully manages EPA brownfields cleanup grants in amount of \$510,000 for Town of Dover-Foxcroft, including Moosehead Mill Redevelopment, Maine Leathers Redevelopment, and Central Hall renovation.

Currently manages \$400,000 CDBG grants for Town of Monson and Town of Dover-Foxcroft. Promotes and encourages private and public investment in Piscataquis County, Maine, in order to stimulate long-term sustainable economic development and growth in the region.

Community Development Specialist, Piscataquis County Economic Development Council, Dover-Foxcroft, ME, June 2010 – March 2011

Supported nonprofit organizations, sought public and private funding for towns and nonprofits, improved tourism industry and infrastructure, assisted with preservation-based downtown development

Sales Manager, Moosehead Furniture Company, Monson, ME, Sept 2008 – August 2009 Managed sales force throughout Northeast US; determined sales goals; acted as liaison to marketing company to establish and promote brand

Point Person, Town of Dover-Foxcroft, ME, 2008

Part-time position assisting town office in production of Homecoming event, including contacting and managing parade participants, soliciting and tracking sponsors, assisting in fundraising, helping smooth flow of program

Owner, Circles, The Salon, Pittsfield, ME, 1995 - 2007

Managed day-to-day operation of hair salon, provided customer service, directed personnel, processed payroll, managed benefits, purchased supplies, set goals for staff, developed and implemented marketing plan

Account Executive, Loring, Short & Harmon, Portland, ME, 1981 – 1995
Managed million dollar territory in Central Maine, sold office products and furniture
English Teacher, Central High School, Corinth, ME, 1978 – 1981
Taught high school English grammar and literature in the public school system

Education and Training

CDBG Certification 2010 B.A. in English, St. Lawrence University, Canton, NY Graduate business courses Husson College, Bangor, ME

Organizations

Board of Directors, Piscataquis Chamber of Commerce Friends of Central Hall Chair, Maine Whoopie Pie Festival

KENNETH B. WOODBURY, JR. P. O. Box 331 74 Hilltop Drive Greenville, ME 04441

Email: drkbwj@aol.com Work Phone: 207-564-3638

Home Phone: (207) 280-0656 Cell Phone: (207) 280-0656

PROFESSIONAL EXPERIENCE

Piscataquis County Economic Development Council
 Mayo Street, Dover-Foxcroft, ME 04426

Community Development Director (2007-2009 and 2011)

Assisting 19 towns develop their infrastructure (housing, downtown revitalization, planning grants, water & sewer projects, industrial parks, streetscapes.) Successfully secured over \$ 7 million in grants since 2007.

2. College of the Marshall Islands Majuro, 96960

President/CEO (2010)

Oversaw the demolition of older campus building and their replacement with \$10 million in new construction. Initiated baccalaureate program in elementary education and vocational program in carpentry. Wrote and secured over \$1.5 million in assistance for a new library, community health clinic, library equipment and telecommunication equipment to link the college's two Majuro campuses and outer island instructional centers.

3. Valencia Community College Foundation 190 South Orange Avenue, Orlando, FL 32801

President/CEO (1992-2000)

Chief executive officer managing and raising endowments for the benefit of Valencia Community College and its students. Reported to a Board of Directors and increased the endowment by over \$30 million and received the CASE Circle of Excellence national award for outstanding fund-raising. Retired in 2000.

4. Harrisburg Area Community College (8,640 FTE students in 1990 – 91) 3300 Cameron Street Road, Harrisburg, PA 17110

President (1983 – 1992)

Chief executive and educational officer of a multi-campus, multi-cultural community college serving six counties reporting to a fifteen member Board of Trustees and responsible for a \$35,000,000 budget, and 450 full-time and 351 part-time employees. Raised nearly \$13 million in assets since 1985 for the HACC Foundation endowment and received the CASE national award for outstanding fund-raising. Retired in 1992 as President Emeritus.

Mercer County Community College
 1200 Old Trenton Road, Trenton, NJ 08690

Dean for Academic Affairs (1980-1983) Chief academic officer responsible for all credit and non-credit instruction on two campuses, suburban and urban, and at more than 29 extension centers.

- 6. Northampton County Area Community College 3835 Green Pond Road, Bethlehem, PA 18017
 - a. Dean of Humanities and Social Science (1978 1980) Assistant Professor of History (1971 – 1980)

Academic dean for liberal arts, general education, fine and performing arts, early childhood education, library technical assistant, and radio-TV. College coordinator for basic education.

b. Dean of Employee Relations (1976 – 1978)

Chief labor negotiator. College grievance officer. Affirmative action officer. Responsible for contract negotiation and administration; supervision of personnel office staff; and staff development programs for administrative, office, clerical, custodial, maintenance, and security employees.

c. Dean/Director of Delaware Valley

Community Collage Service Center (1975 – 1976)

Chief academic and fiscal officer of a branch campus of NCACC in a rural, non-contiguous county sponsored separately under contract with a school district. Planned, staffed, and supervised the academic offerings in competency-based vocational programs in food service, construction carpentry, automotive repair; comprehensive adult education and non-credit continuing education. Supervised and evaluated administrative, faculty, counseling, clerical, and custodial staff; prepared, recommended, and controlled the annual operating and capital budgets; supervised the fiscal operations; represented the Center to the community and state organizations and agencies.

d. Dean for Social Sciences (1974 - 1975)

Academic dean for social sciences, prison education programs, and the College-at-Home Program in liberal arts, education, general education, commercial art, accounting, business administration,, library technical assistant, early childhood education, architectural technology, data processing, and clerk-typist.

- e. Dean for Resource Development (1971 1974) Chief development officer. Executive Director of the College Foundation. Coordinated alumni relations, public information, college publications, and governmental relations.
- f. Instructor in History (1969 1971)
- 7. St. Peter's School (1967 1969)
 Peekskill, NY 10568
 Director of Studies (grades 7-12) and history Instructor (grades 10 and 11)
- 8. St. Thomas Choir School (1966 1967) New York, NY 10019 History instructor (grades 5-8)
- 9. New York University (1965 1966) New York, NY 10003 History teaching assistant
- 10. Deering High School (1964 1965)Portland, ME 04101History instructor (grades 10 and 12) and debating coach.

11. University of Southern Maine (summers of 1969, 1970, 1971)
Portland, ME 04101
Visiting Professor of History teaching undergraduate and graduate students.

HONORS AND AWARDS

- 1) Phi Kappa Phi National Honor Scholastic Society.
- 2) Delta Sigma Rho National Honor Scholastic Forensic Society.
- 3) NCACC Board of Trustees Award for Excellence in Teaching In 1979 and 1980.
- 4) National Council for Resources Development Award for "Outstanding Contribution to the Development of Community College Resources" in 1975.
- 5) Phi Delta Kappa Honorary Member, National Junior College Scholastic Society.
- 6) Dauphin County Chiefs of Police Citizen's Support Award in1990.
- 7) Council for Advancement and Support of Education national award for community college fund-raising in 1990
- 8) Council for Advancement and Support of Education Circle of Excellence national award for community fund-raising in 1997

EDUCATION

- Certificate (European Studies), 1962.
 University of Aix-Marseille; Aix-en-Provence, France.
- 2. B.A. (Government), 1963. Bates College, Lewiston, ME, 04240
- 3. M.A. (History), 1964, 4.0 GPA. University of Maine at Orono, Orono, ME 04473
- 4. Ph.D. Program (History), 1965-71, 3.33 GPA.

New York University; NY, NY 10003

Language competencies in Spanish and French. 48 semester credit hours, completed all but dissertation.

Ed.D. (Educational Administration), 1979, 3.9 GPA.
 Lehigh University, Bethlehem, PA 18015
 Dissertation: "Relationship Between Collective Bargaining and Faculty Salaries In Pennsylvania Community Colleges."

PUBLICATIONS

- 1. "An Incident Between the French Canadians and the Irish in the Diocese of Maine in 1906." New England Quarterly, 1967, 40 260-269.
- 2. "System Approach to Western Civilization Utilizing Behavioral Objectives." Junior College Journal, 1971, 41, 72-80.
- 3. "The Political Implications of Archbishop Fenelon's <u>Telemaque</u>." <u>International</u> <u>Review of History and Political Science</u> 1972, 9, 42-52.
- 4. "Found a Foundation." Techniques, 1972, 7, 13-16.
- 5. "Community College Foundation." <u>Community and Junior College Journal</u>, 1973, <u>43</u>, 16-17, 48.
- 6. "Late Start: A College Program for Retired Persons." <u>American Association for Retired</u> Persons purchased for publication in 1974.

- 7. "Rural Community Colleges: A Pennsylvania Case Study." Monograph published by the Pennsylvania Department of Education, Spring 1977 and ERIC Clearinghouse for Junior Colleges (Los Angeles: University of California, 1977) #ED 140-875.
- 8. "Scope of Collective Bargaining in Pennsylvania Community Colleges." ERIC Clearinghouse for Junior Colleges (Los Angeles: University of California, 1977) #ED 140-889.
- 9. "Should, the Mission be Modified?" <u>Community and Junior College Journal</u>, 1977, <u>48</u>, 11-13, 28.
- "The Post-Secondary Education Responsibilities of State Government: A Community College Perspective." ERIC Clearinghouse for Junior Colleges (Loa Angeles: University of California, 1977). #ED 143-410.
- 11. "How to Establish a College Foundation." In <u>Building Voluntary Support for the Two-Year College</u>. Washington, D,C.; Council for Advancement and Support of Education, 1979.
- 12. "Practical Guide to Energy Conservation." <u>American School and University</u>, 1980, <u>52</u>, 68-70.
- 13. "Establishing a Foundation." CASE Currents, 1980, 6, 18-21.
- 14. "Practical Guide to Energy Conservation." School Business Affairs, 1980, 46, 20-23.
- 15. "Fair Share Of Funding Unmet Goal for colleges. " Community and Junior College Journal. 1983, 53, 22-25, 28.
- 16. "Articulation and Dual Admissions." In <u>Enhancing Articulation and Transfer</u>, 1988, 7-15. Jossey-Bass, Inc.
- 17. "Foundations." <u>CASE Marketing and Development for Community Colleges</u>, 1989, 171-180. G. Jeremiah Ryan and Nanette J. Smith, Editors.

PROFESSIONAL COMMITMENTS

1. Consultant

- a. Williamsport Area Community College, PA faculty (individualizing instruction) and trustees (resource development).
- b. Lehigh County Community College, PA faculty (individualizing instruction).
- c. Luzerne County Community College, PA faculty (individualizing instruction).
- d. Normandale Community College, MN administration (resource development).
- e. Spoon River College, IL faculty and administration (adult learners).
- f. Montgomery Community College, MD administration (contract administration, grievance procedures, faculty evaluation).
- g. University of Puerto Rico, PR administration (academic administration).
- h. Genesee Community College, NY administration (resource development).

2. Evaluator for Middle States Association of Colleges and Schools

- a. Onondaga Community College- Visitor (Syracuse, NY 1974).
- b. Borough of Manhattan Community College (New York, NY 1977).
- c. Delaware Technical and Community College- Terry Campus (Dover, DE 1977).
- d. Hudson County Community College Commission- Visitor (North Bergen, NJ 1978).
- e. Hudson County Community College Commission- Visitor (North Bergen, NJ 1979).
- f. Hostos Community Collage of CUNY- Visitor (New York, NY 1980).
- g. Wor-Wic Tech Community College- Visitor (Salisbury, MD 1980).
- h. Reader for Periodic Review Reports (Philadelphia, PA 1980).
- i. Center for Degree Studies- Team Chair (Scranton, PA 1981).
- j. Erie Community College, South Campus- Team Chair (Buffalo, NY 1981).
- k. Luzerne County Community College- Visitor (Nanticoke, PA 1982).

- I. Inter-American University of Puerto Rico- Group Captain (Puerto Rico 1982).
- m. Delaware Technical and Community College, Wilmington/Stanton Campus-Team Chair (Wilmington, DE - 1982).
- n. Tompkins-Cortland Community College- Visitor (Dryden, NY 1984).
- o. Essex Community College- Team Chair (Baltimore Co., MD -1984).
- p. Rockland Community College-Team Chair (Suffern, NY 1985).
- q. Five Towns College- Team Chair (Seaford, NY 1988).
- r. Atlantic College- Team Chair (Puerto Rico 1986).
- s. Berkeley School of Westchester- Team Chair (White Plains, NY 1988).
- t. Onondaga Community College-Team Chair (Syracuse, NY 1988).
- u. Gloucester County College- Team Chair (Deptford Twp., NJ 1990).
- v. Jamestown Community College- Team Chair (Jamestown, NY 1991).
- w. Briarcliffe School- Commission Consultant (Long Island, NY 1990, 1991).
- x. Advisory Group on Equity and Diversity in Learning Environments.
- y. CHE ad hoc Committee on Proprietary Institutions.
- z. Baltimore International Culinary College- Team Chair (Baltimore, MD 1985).
- 3. Evaluator for New Jersey Department of Higher Education
 - a. Atlantic Community College Casino Training Institute 1980.
 - b. Bergen County Community College vocational programs 1980.
 - c. Union College/Union County Technical Institute vocational programs 1981.
 - d. Camden County Community College vocational programs 1982.
 - e. Berkeley Schools of New Jersey Chair, evaluation team 1987.

PAST COMMUNITY SERVICE

- 1. Pennsylvania Community College Commission President, 1989-90.
- 2. Leadership Harrisburg Area, Board of Directors.
- 3. Council for Public Education (Harrisburg, PA), Board of Directors.
- 4. Pennsylvania Campus Compact, Board of Directors.
- 5. Harrisburg Rotary, Board of Directors.
- 6. Phi Delta Kappa
- 7. Tri-County United Way (Harrisburg, PA) Chair, Higher Education Section
- 8. Hemlock Girl Scouts (Harrisburg, PA), Board of Trustees.
- 9. Camp Curtin YMCA (Harrisburg, PA), Board of Managers.
- 10. Pennsylvania Association of Colleges and Universities, Executive Committee...

CURRENT COMMUNITY SERVICE

Cantor, Holy Family Catholic Church, Greenville, ME Treasurer, Moosehead ATV Riders, Greenville, ME Treasurer. Shaw Public Library, Greenville, ME Board of Directors, Greenville Public Housing Authority, Greenville, ME

ATTACHMENT I

Letters of Support from Community Based Organizations

ATTACHMENT I

List of Community-Based Organizations and Letters of Support

Maine Farmland Trust

Contact: Nina Young

97 Main Street

Belfast, Maine 04915 Phone: 207 338-6575

Mayo Regional Hospital

Contact: Thomas Lizotte

897 West Main Street

Dover-Foxcroft, Maine 04426

Phone: 207 564-8401

Moosehead Lake Region Chamber of Commerce

Contact: Bob Hamer

PO Box 769

Greenville, Maine 04441 Phone: 207 695-2702

Piscataguis County Soil & Water Conservation District

Contact: Shelia Richards

42 Engdahl Drive

Dover-Foxcroft, Maine 04426

Phone: 207 564-2321

Piscataquis Public Health Council

Contact: Robin Mayo 897 West Main Street

Dover-Foxcroft, Maine 04426

Phone: 207 564-4344

email: nyoung@mainefarmland trust.org

email: tlizotte@mayohospital.com

email: bob@mooseheadlake.org

email: rmayo@mayohospital.com

email: Shelia.richard@me.nacdnet.net



13 November 2011

Janet Sawyer
Business Development Director
Piscataquis County Economic Development Council
50 Mayo Street
Dover-Foxcroft, Maine 04426

Dear Janet.

I am writing this letter in support of the FY2012 Brownfields Petroleum and Assessment Grant proposal you are submitting from the Piscataquis County Economic Development Council (PCEDC). It is essential to have full knowledge of the extent of ground and water pollution in Piscataquis County, in order to assure a healthy environment for economic development in the area. I am aware that PCEDC has successfully managed brownfields assessments and clean-up grants in the past.

Maine Farmland Trust (MFT) is always concerned about contaminated soils on farmland, and contaminated rivers and streams flowing through or bordering farmland. It is an important part of our mission to protect soils and water for future farmers in Maine, as that affects the food that is grown and the livestock that is raised on those soils and with that water. To that end, MFT does an environmental survey assessment on all farms we protect with easements.

As MFT works with farmers and farmland in Piscataquis County (and statewide), we would be pleased to have a chance to work with you and PCEDC in any way that is appropriate, as you strive to make Piscataquis County a clean and healthy environment for the many communities in the county. To that end, if we become aware of potential brownfields sites we will make you aware of them.

Thank you for your conscientious work at PCEDC. I look forward to working with you on future projects where our missions and goals intersect and support each other and Piscataquis County.

Sincerely,

Nina Young Lands Projects

Maine Farmland Trust

Belfast, ME 04915 Tel: 207.338.6575



Nov. 10, 2011

Janet Sawyer
Piscataquis County Economic Development Council
50 Mayo St.
Dover-Foxcroft, Maine 04426

Dear Janet,

Mayo Regional Hospital is pleased to provide this letter in support of efforts by the PCEDC to obtain a FY2012 Brownfields Petroleum and Assessment Grant in order to conduct a county-wide assessment of polluted development sites.

As the largest employer and healthcare provider in Piscataquis County, Mayo is committed to public health initiatives in our community, including the identification and removal of hazardous materials in brownfields sites.

As part of this assessment grant, Mayo would work with PCEDC to host public meetings, help to post community outreach material on the hospital web site and in Mayo's employee newsletter, and provide a hospital representative to participate in the Brownfield Selection Committee.

Sincerely,

Thomas Lizotte

Vice President, Marketing and Community Relations

Mayo Regional Hospital

Monas Lizate



MOOSEHEAD LAKE REGION Chamber of Commerce

P.O. Box 769 Greenville, Maine 04441 (888)876-2778

November 11, 2011

Janet Sawyer
Business Development Specialist
Piscataquis County Economic Development Council
50 Mayo Street
Dover-Foxcroft, Maine 04426

RE: PCEDC FY2012 Brownfields Petroleum and Assessment Grant

Dear Ms. Sawyer:

The Moosehead Lake Region Chamber of Commerce strongly supports the Piscataquis County Economic Development Council's (PCEDC's) grant application for funding environmental site assessments, cleanup planning, and reuse planning on selected petroleum and hazardous sites in Piscataquis County.

The Moosehead Lake Chamber is chartered to represent businesses from Newport north to Millinocket across Moosehead to Jackman and down to the Forks. We currently represent over 140 businesses in the region, most of which are tourist based. The Chamber is the primary organization marketing Piscataquis County as a tourist destination and in our marketing campaigns we often use the words "fresh air and clean water" to describe the region to visitors interested in eco-tourism and outdoor recreation.

The Moosehead Lake Region Chamber of Commerce recognizes the beneficial redevelopment potential of Brownfield sites. Performing environmental assessments on those sites is the first and foremost important step in the process towards the ultimate redevelopment and revitalization of these sites, which could spur economic develop in this region. In addition, with these sites there is also the potential for the development of greenspace, reduction of urban sprawl, and the creation of other recreational amenities, as well as the public health benefits.

The Moosehead Lake Region Chamber will partner with Piscataquis County Economic Development Council (PCEDC) in the outreach and education portion of the grant by collaborating on an event for Chamber members as well as for the general population to be held in Greenville during the area's off-season (November through March). At this event the Brownfields program will be explained and questions answered, particularly as Brownfields relates to the tourism industry.

We believe that the support of the Chamber is vital to the outreach component of the grant. By partnering with PCEDC on this critical project, the Chamber is helping to provide tremendous benefit to our county, the health and welfare of its residents, its economy, and its environment. We are extremely excited about partnering with the Piscataquis County Economic Development Council on such an important project. We feel the project will have tremendous benefit for our county, the health and welfare of its residents, its economy, and its environment.

Sincerely,

Bob Hamer

Executive Director

Bob Hanex

PISCATAQUIS COUNTY SOIL & WATER CONSERVATION DISTRICT MAKING CONSERVATION WORK FOR YOU

42Engdahl Drive, Dover-Foxcroft, ME 04426 Phone: 207-564-2321 Fax: 207-564-2570

Email: <u>info@piscataquisswcd.org</u>
Website: www.piscataquisswcd.org

Janet Sawyer, Business Development Director Piscataquis County Economic Development Council 50 Mayo Street Dover-Foxcroft, Maine 04426

November 18, 2011

RE: FY2012 Brownfields Petroleum and Assessment Grant

Dear Janet:

Piscataquis County Soil and Water Conservation District (PCSWCD) support the Piscataquis County Economic Development Council's efforts in environmental site assessments, cleanup planning, and reuse planning on selected petroleum sites in Piscataquis County, made possible through the Brownfields Petroleum and Assessment Grant.

The PCSWCD was formed more than 60 years ago to protect the soil and water in the Piscataquis County region. PCSWCD is a not-for-profit quasi state agency run by a dedicated, elected and appointed volunteer board of supervisors and two employees. Also, our unique approach to conservation allows us to work with many partners including federal, state and local government agencies. Through coordinated efforts the District and its partners are able to carry out conservation work efficiently and effectively through better communication and sharing of resources. We work to identify local natural resource conservation issues and implement ways to address them. The PCSWCD hosts several programs in the community that landowners, citizens, municipalities, schools and other organizations benefit from. We link landowners, contractors, waterfront property owners and road associations to services that assist in management of their land while assisting in minimizing the impact on natural resources. We strive to bring landowners technical expertise, funding and permitting sources they need to complete voluntary conservation work on their land.

It is this link with landowners, contractors, waterfront property owners and road associations that we will support the Piscataquis County Economic Development Council (PCEDC) in three important ways: (1) act in an advisory capacity by helping to determine sites that may need remediation; (2) provide an outreach and community education component through communication electronically and through other means, to membership about specific Brownfields sites and the role of Brownfields redevelopment in Piscataquis County; and (3) provide technical assistance and guidance on potential imminent hazards to soil or water that are identified during the assessment work. It is anticipated that the advisory portion and the technical assistance portion, numbered (1) and (3) respectively, be accomplished by PCEDC's attendance at four PCSWCD monthly meetings per year to discuss Brownfields' progress and accomplishments. It is anticipated that the outreach and community education component, numbered (2), be accomplished by either correspondence with members four times per year or by other means agreed to by PCEDC and PCSWCD.

PCSWCD is happy to provide this assistance to our county, the health and welfare of its residents, its economy, and its environment by supporting the PCEDC in its efforts.

Sincerely,

Shelia R. Richard

Shelia R. Richard Executive Director/Educational Coordinator Piscataquis Soil & Water Conservation District shelia.richard@me.nacdnet.net 207-564-2321

... a leader in agriculture, forestry and other natural resource education, providing assistance and coordination of resources and information to promote practices that maintain our way of life.



A coalition of community organizations, schools, and individuals that strives to develop an environment that supports a healthy life through education, prevention, advocacy, and services.

897 West Main Street, Dover-Foxcroft, ME 04426

Phone: 564-4344

November 17, 2011

Piscataquis County Economic Development Council Attn: Janet Sawyer, Business Development Director 50 Mayo Street Dover-Foxcroft, Maine 04426

Re: FY2012 Brownfields Petroleum and Assessment Grant

Dear Janet Sawyer:

The Piscataquis Public Health Council (PPHC), a Healthy Maine Partnership, is an organization that promotes public health within Maine's Penquis Public Health District.

Our members are in strong support for your application to the Environmental Protection Agency for funding to conduct environmental assessments for Brownfield sites within Piscataquis County.

The PPHC is dedicated to public health concerns in Piscataquis and Penobscot counties, and supports economic development as vital to rural Maine economy. We recognize that many of these Brownfield sites have tremendous redevelopment potential and could eventually serve as catalysts for economic development in our region. Performing environmental assessments on those sites is the first and most important step in the process towards redevelopment. In addition, with these sites there is also the potential for the development of greenspace and other recreational amenities, as well as the public health benefits that can accrue from assessing and identifying health hazards associated with these sites. All of these benefits will contribute to an improved quality of life for our region and helps us to attract young families who will raise their children here, retain our current residents, and maximize our community resources for economic benefit.

You can be assured that the Piscataquis Public Health Council will participate on the Brownfield Steering Committee, assisting with the planning and decision-making process. As an entity working hand-in-hand with the local community, we are in the position to provide valuable input. One of our major roles in our community will be to play a significant role in facilitating public education and outreach component of the process, once again benefiting from our position as an organization with close ties to our community.

We are very excited about partnering with the Piscataquis County Economic Development Council on such an important project, one that we feel will have tremendous benefit to the Dover-Foxcroft area and the rest of Piscataquis County, its residents, its economy, and its environment.

Sincerely,

Robin A. Mayo, MPH, RN Community Partnership Director

Rolew W. Mayo

